

ADMINISTRATIVE - INTERNAL USE ONLY

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7 OCT 1976

MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM : John F. Blake  
Deputy Director for Administration  
SUBJECT : Investigating the Topic of Creativity and  
Controls Within CIA

1. Per your agreement, the Office of Training has been investigating the utility and concept of a symposium-type meeting of thoughtful Agency officers to consider the topic of creativity and controls in CIA. The Center for the Study of Intelligence in OTR has consulted a number of officers in the Office of Training and suggests the following approach:

- a. a small group of no more than a dozen senior officers representing the Directorates and the General Counsel, but weighted to the Directorate of Operations, to meet for two days in early November in isolation to discuss the topic along the lines of the attached outline;
- b. the Center would then forward to you and to Mr. Wells (whose approval has been secured for this approach) the results of that discussion for perusal;
- c. thereafter, and depending primarily upon the results of the discussion, you and he might wish to open up some or all of the group's deliberations for presentation to the Agency at large in a symposium format wherein many voices would have an opportunity to be heard on the issues the group addressed. Alternatively, you and Mr. Wells might prefer to pursue the matter further with some other more limited approach involving further discussion and study.

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2. The proposed participants in the initial two-day discussion are attached. With your approval of this approach and the individuals suggested, the Center and OTR will proceed to organize the discussion session.

/s/ Michael J. Melanick

*John F. Blake*

STATINTL

APPROVED : \_\_\_\_\_  
Deputy Director of  
Central Intelligence

*10 October 76*  
Date

DISAPPROVED: \_\_\_\_\_  
Deputy Director of  
Central Intelligence

Date

Attachments:

- 1 - Outline of Discussion
- 2 - List of Proposed Participants

Distribution:

- Orig - Return to DDA
- 1 - DDCI
- 1 - ER
- ✓2 - DDA ~~Subject~~ *Subject*
- 1 - DTR

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Subject Matter for Discussion on Creativity and Controls

The four major areas of investigation and discussion would be:

The nature of the present constraints on CIA

Are these constraints curbing creativity now?

Is it possible to develop some useful values and standards to govern our work now, if so, what are they and should they be enumerated and promulgated by management or are the limits to the nature of CIA activity relatively clear now to our employees?

Should the Agency teach or indoctrinate a set of standards among our officers?

(Below is a capsulized outline of the content that might pertain to each of these topics.)

1. The nature of the constraints on CIA
  - a. External (legal, legislative, budgetary, and the climate of public opinion)
  - b. Internal (self-imposed, and bureaucratic constraints)
2. Are these constraints curbing creativity now?
  - a. The philosophy of "no-no's" (press, clergy, students, big multinational business)
  - b. Are we geared to withstand criticism and do we let it stifle creativity and visionary or experimental pursuits?
3. What values and standards govern our work now, and should some of these be altered (in recruitment of agents and liaison relationships, criteria for covert action, selection of leadership, etc.)? Should they be enumerated by management? Are the limits to the nature of CIA activity clear? Do values differ significantly between the rank and file employees and the leadership of today?
4. Should the Agency teach or indoctrinate the standards we want preserved (how to formalize such indoctrination, maintain its relevance in a period of changing standards, and how to teach it)?

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Proposed Participants in the Two-Day Discussion  
of Creativity and Controls

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ORIGINATOR:

[Redacted]  
Director of Training

29 SEP 1976

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